



City of
Clarence



**Rosny
Farm**

PROJECT MANAGEMENT PLAN

Nupiri-ti Palawa

Art Festival

Development Phase

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1. Acknowledgement

Clarence City Council pays respect to all First Peoples, including the Mumirimina (mu mee ree mee nah) People of the Oyster Bay Nation whose unceded lands, skies, and waterways we are privileged to conduct our business on. We pay respect to, and value the deep knowledge of Elders past and present, and we acknowledge the survival and deep spiritual connection of the Tasmanian Aboriginal People to their Country, a connection which has endured since the beginning of time. Our work reflects our ongoing commitment to truth-telling and respectful understanding.

This document uses the terms Palawa, Pakana and Tasmanian Aboriginal to respectfully encompass the diversity of cultural identity across Lutruwita / Tasmania.

2. Preamble

Nupiri-ti Palawa is rooted in the recognition of the rich cultural heritage and contemporary artistic expressions of the Palawa community, the Traditional Owners and custodians of Lutruwita / Tasmania. This festival arises from a growing awareness of the need to celebrate, showcase, and elevate Tasmanian Aboriginal art and culture in Lutruwita / Tasmania, a region with a complex history of colonisation that has often marginalised Indigenous voices and narratives.

3. Project Vision

The vision for Nupiri-ti Palawa is to create an immersive, multi-site experience that not only highlights the work of Palawa artists but also facilitates cultural exchange and dialogue between artists and the community. By organising a diverse program of art, the festival will encourage active participation and engagement from various community sectors, including arts audiences, schools, local businesses, and cultural organisations.

4. Strategic Alignment

Nupiri-ti Palawa aligns with key strategic goals outlined in the Clarence City Council's Cultural Creative Strategy 2022-2032. These goals emphasise the importance of recognising and promoting Aboriginal cultural practice and the need to engage diverse communities in meaningful cultural experiences. The festival will serve as a critical step toward fulfilling these objectives, promoting cultural vibrancy, and enhancing community cohesion.

Additionally, the festival aligns with broader national initiatives aimed at reconciliation and recognition of Aboriginal and Torres Strait Islander cultures. By creating opportunities for dialogue and collaboration, the festival will contribute to the ongoing conversation about cultural understanding, healing, and respect within the community.

5. Project Goals

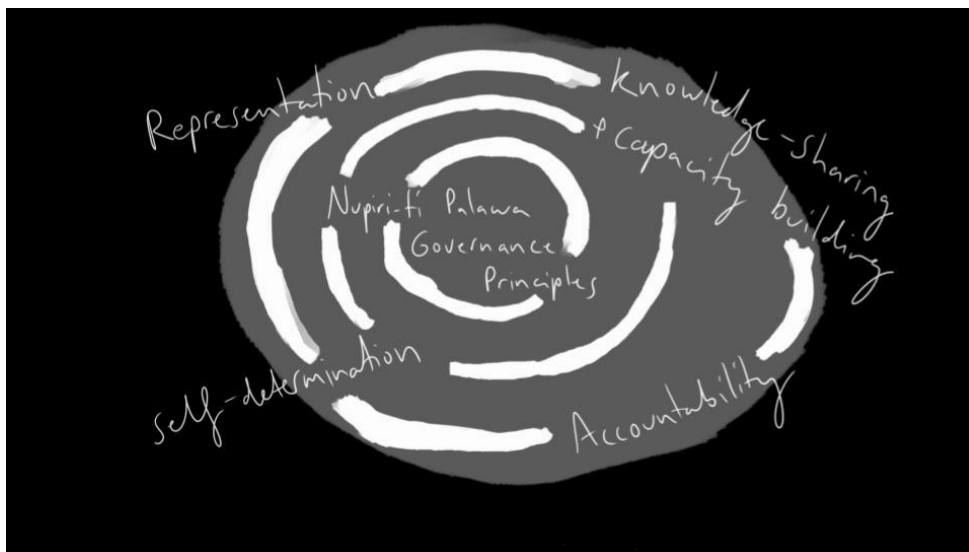
Nupiri-ti Palawa aims to achieve several key goals that align with its vision of celebrating and promoting Aboriginal art and culture across greater Nipaluna / Hobart. These goals will guide the project's development and implementation, ensuring that it meets the needs of the community and reflects the aspirations of Palawa artists.

- **Increase Visibility of Palawa Artists**
Nupiri-ti Palawa provides a coordinated platform for up to 25–30 Palawa artists across multiple galleries and venues in Lutruwita/Tasmania. Presenting work across diverse artforms, the project increases public visibility and professional representation of Palawa artists, creating the conditions for cultural leadership and creative practice to be recognised and supported at scale.
- **Foster Community Engagement and Participation**
Through exhibitions, artist talks, workshops and public programs, the festival encourages meaningful participation and dialogue. With an anticipated audience of over 10,000 people, the project strengthens connection between communities and Palawa culture across metropolitan and regional contexts.
- **Support Emerging and Underrepresented Artists**
The festival will provide development opportunities through mentorship opportunities and workshops, aimed at facilitating professional growth and artistic practice. The goal is to mentor at least 20 emerging artists, enhancing their skills and confidence in their creative endeavours.
- **Ensure Cultural Integrity and Authenticity**
To ensure the festival authentically represents Palawa culture and protocols, a governance structure has been established that prioritises the insights of Palawa cultural leaders. Cultural advisors will oversee the key decision-making points of the project, guaranteeing that all aspects uphold cultural integrity.
- **Build Long-term Partnerships and Sector Capacity**
Nupiri-ti Palawa strengthens collaboration across Tasmanian galleries, councils and cultural organisations through coordinated development, shared standards and structured engagement. These partnerships extend beyond the Festival to build long-term sector capacity, improve institutional practice and support sustained, respectful engagement with Palawa artists.
- **Promote Cultural Understanding and Education**
Through public programming and resource development, the project increases sector and community understanding of Palawa art and cultural practice, creating opportunities for informed engagement and sustained learning.

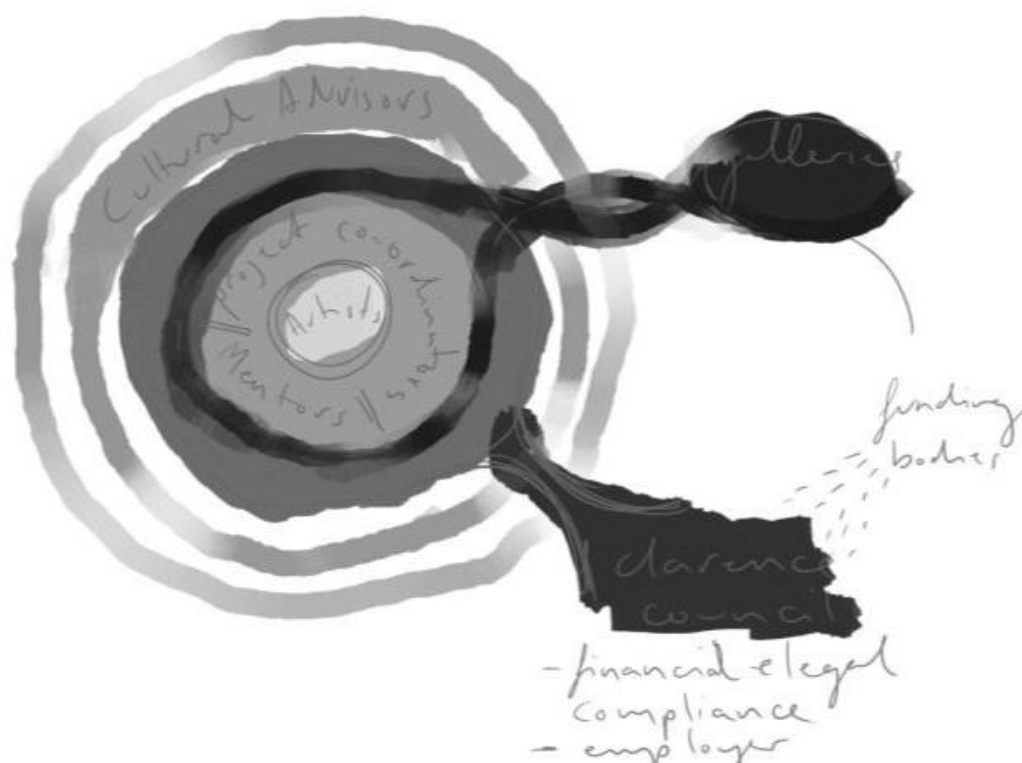
6. Governance Structure

Governance of Nupiri-ti Palawa is designed to uphold Tasmanian Aboriginal ownership and cultural integrity. At the heart of this framework is a strong commitment to Aboriginal leadership, which will guide all aspects of decision-making and project execution.

Nupiri-ti Palawa will be overseen by respected Palawa Elders and Cultural Advisors. The Advisors will drive the vision and intention of the festival and curate participation. The Advisors will meet regularly with the CCC project team.



*These Principles govern the independent and general decision-making processes for the Nupiri-ti Palawa Art Festival: **Representation, Knowledge-Sharing & Capacity Building, Accountability and Self-Determination.***



The artist is centred and surrounded by layers of support from Project Coordinators/Mentors and the Project Team to realise their vision. The galleries provide additional practical support but don't have influence in the governance of the festival; Project Team and Project Mentors assist the artist in interacting with galleries. The broader Clarence Council channels funding and provides the financial and legal compliance for the festival and is led by the Palawa Cultural Advisors. The Nupiri-ti Palawa Cultural advisors oversee the festival intention and vision and connect this with the aspirations of the Palawa Community.

7. Roles and Responsibilities

- **Cultural Advisors**
The cultural advisors will be responsible for curating and guiding the festival's direction, ensuring cultural authenticity, and overseeing the selection of artists and participation of galleries. Their deep understanding of community values will help shape the festival's narrative and ensure that it authentically represents Palawa culture and respectfully follows protocols.
- **Rosny Farm (Clarence City Council) – City Culture / Nupiri-ti Palawa Project Team**
CCC will provide essential logistical support, funding management, and project administration. This support will facilitate the festival's operations and ensure that the necessary resources are in place for successful execution. Clarence Council provides the financial and legal compliance and employment structure for the festival but doesn't influence the governance.
- **Project Mentors**
Selected by the cultural advisors, project coordinators and mentors will encompass a range of artform experts (both cultural and technical) that will be chosen based on the selected artist's needs. They will serve as mentors, helping artists navigate challenges and maximize their contributions.
- **Participating Galleries**
Participating galleries will provide exhibition spaces for artwork, host events, and work collaboratively with the steering committee to promote events through their networks. They will also assist with logistical arrangements, including installation, and ensure cultural sensitivity in the display of Aboriginal works.
- **Participating Artists**
Artists will exhibit their works, engage in community events, and participate in workshops and talks. They will act as cultural ambassadors, sharing their stories and practices while helping to foster a greater understanding of Aboriginal culture. They will work closely with the project coordinators and mentors to ensure their contributions align with the festival's values. They will be empowered to realise their vision and given opportunities for growth.

8. The Indigenous Art Code

The Indigenous Art Code is the national organisation responsible for administering a voluntary industry code of conduct for art dealers and other entities who trade in or deal with Aboriginal and Torres Strait Islander artists and their art. Clarence City Council will join the Indigenous Art Code as a Signatory, and every participating gallery is invited to join as a signatory or supporter. This gives all presenting partners the opportunity to ensure their individual documentation and processes are in line with The Code's national standards for working with Aboriginal and Torres Strait Islander artists.

Including the Indigenous Art Code recommendation as part of the governance of Nupiri-ti Palawa provides a level of accountability and an additional pathway for artists to seek support outside of the festival.

9. Project Scope

The scope of the Palawa Art Gallery Festival is divided into three key phases: the consultation phase, the development phase and the delivery phase. Each phase has distinct objectives and deliverables, ensuring a thorough and inclusive approach to the project's development and execution. The project also has provision for a fourth potential sustainability and legacy phase, to support longer-term outcomes and Palawa ownership.

a. Consultation Phase (June 2025 – June 2026)

The consultation phase focussed on establishing a strong foundation for the festival by engaging key stakeholders, community members, cultural advisors, and other partners. This phase is essential for shaping the festival's vision, objectives, and structure, ensuring it authentically reflects Palawa culture and aligns with the needs of the community. The main activities and deliverables for this phase include:

| Output | Due | Status |
|---|---------------|-------------|
| Palawa Community & Artist Consultation | November 2024 | Completed |
| Art Gallery Sector Consultation | November 2024 | Completed |
| Engagement of Cultural Advisors | November 2024 | Completed |
| Project Conception & Scoping | July 2025 | Completed |
| Governance Framework Development | August 2025 | Completed |
| Stakeholder Mapping | August 2025 | Completed |
| Brand & Visual Identity Development | January 2026 | Completed |
| Website Development | March 2026 | In Progress |
| Project Coordinator Recruitment & Appointment | April 2026 | In Progress |
| Presenting Partnership Development | Ongoing | In Progress |
| Artist Expression of Interest (EOI) Launch | March 2026 | In Progress |
| EOI Communications & Marketing Planning | February 2026 | Completed |
| Artist Selection Process | May 2026 | Not Started |
| Nupiri-ti Palawa Public Launch | July 2026 | Not Started |

The project is currently finalising the initial Consultation and Concept Development phase, with additional funding support from Arts Tasmania, and in-kind support from participating galleries. This phase established the Palawa cultural leadership for the project, engaging Palawa Cultural Advisors and Project Curators Cheryl Mundy trimanya, Jeanette James and Theresa Sainty, and determined the intention, scope and governance for the festival.

As part of the consultation period, this project has confirmed strong interest, need and capacity among Palawa artists. This includes a mix of emerging and established artists and cultural practitioners working across a range of art forms and practice. This consultation period also saw the project grow from an initial scope of galleries in Greater Hobart to a state-wide initiative to increase accessibility for Palawa artists to be involved. Part of the consultation period has involved consultation with the industry across the state, including councils, galleries and organisations and there has been resounding support for Nupiri-ti Palawa, and the impact it will have on the sector.

The remainder of the consultation period, and up until June 2026, will consolidate the festival's public and sector framework through:

- Launch of an official festival platform and visual identity, designed by emerging Palawa designer Ruby Moore
- Opening of a statewide Expression of Interest process for Palawa artists to participate
- Confirmation of additional galleries and spaces to strengthen statewide reach, especially in regional and remote areas
- Securing further in-kind investment and strategic partnerships to underpin delivery

b. Development Phase (June 2026 – June 2027)

The Development Phase is a structured period of artist investment and sector reform that builds the creative, cultural and institutional capacity necessary to realise a statewide presentation in 2027. To achieve this, the Development Phase will implement the following coordinated initiatives:

- Commissioning and concept development of new works
- Structured artist mentorship and professional development

- Curatorial development and venue alignment across participating galleries
- Sector forums and knowledge exchange to strengthen institutional capacity
- Production planning and technical development in preparation for the 2027 public presentation phase

As part of this phase, each artist will be paid a concept development fee to develop a new or expanded body of work and identify areas requiring specialist support. In conversation with Cultural Advisors, mentors will be engaged and paired with artists to support each artist's vision and help them prepare their work and ideas for exhibition. Mentors are chosen based on the artist's needs, whether technical (ie: AV, production), a dramaturgical, curatorial or culturally specific skills development such as working with traditional materials.

Partnerships with local governments will expand opportunities to work in public space and civic contexts. Conversations with regional art spaces across the state are ongoing, and the offering from each gallery will be collaborative and responsive to both their needs and the needs of the artists.

A core component of this phase is Industry Development. Participating galleries and art spaces will engage in structured forums and professional learning focused on respectful engagement with Palawa artists, including ICIP protocols and best practice frameworks. Rosny Farm staff have begun conversations with Performing Lines and Arts Tasmania around coordinating efforts in connecting with the statewide arts sector to deliver forums, embedding shared standards and strengthening institutional capability across Lutruwita / Tasmania.

Nupiri-ti Palawa artists will be given the opportunity to contribute to panel discussions and knowledge exchange to ensure that these forums are community-focused and artist-led. Resources for both artists and presentation spaces will be collated and developed as part of this work. Existing resources do not focus on the particular context of Lutruwita / Tasmania, and it would be meaningful for the sector to develop specific resources to support ongoing sector change and development.

Phase Outcomes by June 2027

By completion of the Development Phase:

- 25–30 artists have developed resolved, exhibition-ready concepts
- Mentorship has strengthened artistic and technical capacity
- Artists are formally aligned with participating venues
- Production requirements are mapped and scheduled
- Cultural governance frameworks are embedded
- Two statewide forums have increased institutional literacy
- Sector guidance resources are drafted
- A coordinated statewide presentation framework is in place

This phase builds not only artistic readiness but shared institutional standards, positioning Nupiri-ti Palawa as a coordinated structural intervention across the Tasmanian arts sector.

See detailed activity plan tabled below.

c. Delivery Phase (June 2027 – December 2027)

The Delivery Phase will realise the statewide presentation of Nupiri-ti Palawa across galleries and public spaces in Lutruwita / Tasmania. Informed by the Consultation and Development Phases, this stage will activate resolved concepts, confirmed venue partnerships and mapped production requirements. Delivery will focus on coordinated artist and venue management, technical production, marketing and public programming to ensure consistency, cultural integrity and strong audience engagement across all sites.

Additional funding will be sought to support artist fees, production and public programming at the scale established during development.

| Phase | Timeframe | Key Actions | Outputs |
|---|--------------------------------|--|--|
| 1. Artist Development & Early Investment | July – October 2026 | <ul style="list-style-type: none"> • Finalise participating artist cohort (approx. 25–30 artists) • Issue Artist Agreements • Disburse Concept Development Fee • Conduct artist onboarding meetings (Producer + Cultural Advisors) <p>Artists undertake:</p> <ul style="list-style-type: none"> • Concept refinement • Initial research and development • Material exploration • Travel/site research where required • Identification of specialist support needs <p>Producers to:</p> <ul style="list-style-type: none"> • Document concept directions • Identify mentorship requirements • Flag potential venue alignments | <ul style="list-style-type: none"> • Written concept outline per artist • Preliminary support needs assessment • Initial production complexity mapping |
| 2. Tailored Mentorship & Skill Development | September 2026 – February 2027 | <ul style="list-style-type: none"> • Confirm and contract mentors (technical, dramaturgical, curatorial, culturally specific) • Match mentors to artists in consultation with Cultural Advisors • Deliver structured mentorship sessions (1:1 and small group as required) • Facilitate skills transfer and production testing • Support refinement of works to exhibition-ready stage <p>Travel budget utilised for:</p> <ul style="list-style-type: none"> • Mentor visits to regional artists • Regional site development sessions | <ul style="list-style-type: none"> • Refined artistic proposals • Confirmed production methodology • Updated budgets for delivery phase |
| 3. Gallery Alignment & Curatorial Development | October 2026 – March 2027 | <ul style="list-style-type: none"> • Confirm participating galleries and public space partners • Undertake artist–venue matching process • Conduct site visits (in-person where possible) • Curatorial development conversations • Spatial planning and technical assessment • Identification of exhibition formats (solo, group, project-based) • Draft exhibition schedules | <ul style="list-style-type: none"> • Confirmed venue pairings • Draft curatorial framework per venue • Production planning notes • Initial installation requirements |

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|---|--------------------------------|---|--|
| 4. Production Planning & Statewide Coordination | January – June 2027 | <p>Producers to:</p> <ul style="list-style-type: none"> • Finalise contracts and scopes of work • Develop production timelines for each venue • Coordinate logistics across metropolitan and regional sites • Confirm technical suppliers where required <p>Travel support continues to ensure regional equity.</p> | <ul style="list-style-type: none"> • Production schedules per artist • Technical requirement summaries • Risk considerations and site notes |
| 5. Cultural Safety, Governance & Advisor Engagement | Ongoing: July 2026 – June 2027 | <p>Cultural Advisors will:</p> <ul style="list-style-type: none"> • Guide artist selection and mentorship alignment • Participate in key project review points • Contribute to forum planning • Provide oversight on cultural integrity and safety <p>Key Governance Hold Points:</p> <ul style="list-style-type: none"> • Post-Concept Review (September 2026) • Pre-Gallery Alignment Review (December 2026) • Pre-Production Sign-Off (May 2027) | |
| 6. Industry Development & Sector Capacity Building | March – June 2027 | <p>Statewide Forum 1 delivered in Southern Tasmania, in collaboration with Arts Tasmania and Performing Lines Tasmania. Statewide Forum 2 delivered in Northern Tasmania.</p> <p>Forums to include:</p> <ul style="list-style-type: none"> • ICIP protocols • Cultural safety frameworks • Institutional accountability • Artist-led panel discussions <p>Parallel activity:</p> <ul style="list-style-type: none"> • Development of context-specific guidance resources • Collation of sector learnings • Draft shared standards for engagement | <ul style="list-style-type: none"> • Two statewide forums delivered • Resource documents drafted • Increased institutional literacy across participating venues |
| . Public Platform, Documentation & Accessibility | September 2026 – June 2027 | <ul style="list-style-type: none"> • Launch formal Festival platform and visual identity • Record artist interviews and statements • Document development processes (where culturally appropriate) • Develop artist profiles for online platform • Produce accessible interpretive material for partner galleries | <ul style="list-style-type: none"> • Active public platform • Artist profiles published • Recorded statements for accessibility • Documentation assets for marketing and sector learning |